

QUESTIONS COMMANDERS ASK CLUB MANAGERS

PURPOSE: To help club management better prepare for briefings and updates to commanders.

SCOPE: This aide applies to all club management staff who have responsibilities for briefing commanders on status of projects, programs, financial condition, etc.

GENERAL: The Questions Commanders Ask Club Management guide is designed as a quick reference to help management and supervisory personnel better prepare themselves for monthly updates, briefings, etc. The guide is a quick reference of topics related to the successes or challenges your clubs are having. The aide will assist you in preparing and improving the programs under your supervision. As a club manager with oversight responsibility for these programs, it is important you have a clear understanding of what makes these programs and events successful--both financially and in the eyes of the customers. This guide cites the most commonly asked questions by commanders and is meant as a tool for management to prepare for any briefing or update to their commanders.

GUIDANCE:

Questions Commanders Ask Club Management:

- How can I help you?
- Who are your competitors?
 - What are they offering, their prices, quality, atmosphere, and reason for
 - How do you compete with
 - When was the last time you
 - What did you
 - What new item did you incorporate in your club as a result of these visits?
- What is your Services mission and your role in it?
- What is your mission'?
- What "formal training" have you received, and when did you receive it?
- How have you trained and equipped your staff to provide excellent customer service?
- How do you measure customer satisfaction?
- How often do you hold staff meetings?
- What are your duty hours?

- Are you scheduling yourself during peak business times regardless of the time of day/week?
- Who covers for you during the peak business times when you're not on duty?

- When was the last time you attended a MAJCOM Air Force workshop?
- Are you a member of a professional organization(s)?
 - Which organization(s)?
 - When was the last time you attended a conference/workshop conducted by this organization?
 - What benefit did you and/or your club receive?

- Tell me about your recognition program
- Is your club's hours of operation based on customer-demonstrated use and demand?
 - What are they?
 - What tools did you use to determine your hours?
 - How frequent do you review your hours of operation?
 - When was the last time it was done?

- Who are your primary customers?
 - How did you determine who they are?
 - How do you determine what your customers need and want?
 - What do your customer need and want?

- Are you monitoring traffic in your club to understand peak demands by hour and by day?

- Is this information used to generate demand in off peak times?
 - Are your dining, lounge, and cashier hours geared to meet the peak demand hours?

- How do you receive customer suggestions/comment command cards and how do you respond to them?

- What is your "customer satisfaction" goal?

- What are you doing to attract and satisfy those who are authorized and eligible to use the club, but do not?

- What are some of the major events/programs being conducted in the club today, this week, this month?

- What is your most popular program? Why?

- What program are you most proud? Why?

- What is your criteria for establishing and/or offering a program?

- What changes (additions/deletions/modifications, etc.) in your programs have you made this year and why? What different ideas do you have for next year?

- What training initiatives have you had this week, last week, etc.?
- Tell me about your ongoing training programs?
 - In-house training,
 - Services training
 - AFSVA training
 - Base training
- Are you using Corporate Standards to monitor improvements of processes?
 - How do you track progress in reaching these standards?
 - Be prepared to show your tracking system
- Be prepared to show your most recent sanitation inspection report
- Do you have the following plans?
 - 5-Year Capital Improvement
 - Marketing
 - Financial
 - Program
- What is your turnover rate?
 - Bar Inventory
 - Food Inventory
 - Other
- Are you fully maximizing the use of the Essential Products Program?
 - What products do you purchase through this program?
 - In your view, what are the "pros and cons" of this program?
 - What other products do you suggest be included in this program?
 - What should be eliminated, if any?
- What was the last group (squadron commander's call, spouse group, etc.) you spoke to about your program and when was it? What group do you have scheduled next?
- Have you calculated a saturation point for the club based on maximum capacity, time per activity, and total operating hours?
 - Do you use this calculation to measure how well the club is performing over time?
 - What is your most saturated time?
- What does CORPORATE PRISM indicate your customers want, and what are you doing about it?
- Have you used "commercial sponsorship" to support your program?
 - If so, how?

- If not, what have you done to try it?
- What percentage of eligible active duty personnel are club members? What are you doing to increase this percentage?
- What is your financial goal and what are you doing to reach it?
- What is the status of your delinquent accounts receivable?
- What is your check cashing policy?
 - What is the charge line by grade (if appropriate), and is it current/appropriate?
- What are your security policies?
 - How many keys to your "exit doors" are checked out?
 - How many keys to your "storage rooms/areas" are checked out?
 - When was the last time the locks on your doors were changed or re-keyed?
- How much money (net profit) did the club make yesterday?
- Do you use food production logs?
 - Are you prepared to show them?
 - If not used, why not?
- How much is it costing you to operate?
 - Labor?
 - Cost of Sales?
 - Entertainment?
 - Administrative overhead?
- What is your average guest check at:
 - Breakfast
 - Lunch
 - Dinner
 - Special functions
 - Lounge
- What role did you play in developing your squadron's strategic plan?
 - What are the major goals, objectives, and initiatives in this plan?
 - How does the club support them?
 - What are the specific goals and objectives for the club?
 - How do you measure your progress in achieving them?
- How do you track your daily financial results?

- Be prepared to show tracking system
 - What do you do with the results?
- Are you aware of the Air Force Services Financial Indicators Program?
 - What is the criteria to become "Highlighted"?
 - What is the criteria to become "Flagged"?
- Are there any items remaining open from your last IG inspection and/or audit?
 - If so, what are they?
 - What are you doing to close them?
- When was the last time you had an "outside" review of your operations?
 - Who conducted it?
 - What did you learn from it?
- What is your biggest challenge and why?

SUMMARY:

You probably have participated in your share of briefings, updates, staff meetings, or any other formal presentation recording club operations. These communication channels are also the vehicles to keep the commander or the chief informed. This guide was prepared to help you formulate better exchanges of information. Since most of the areas mentioned above provide a rapid sharing of information to a group of people, it is important that the questions are reviewed periodically for accuracy.